

☐ UNCLASSIFIED☐ INTERNAL  
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## ROUTING AND RECORD SHEET

SUEJECT: (Optional)

STAT

FROM:

Director of Personnel  
5 E 56 HQ

EXTENSION

NO.

DATE

18 JUL 1971

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Deputy Director for  
Support 7 D 18 HQ2. Note: Package was forwarded w/ Routing Sheet,  
cy attached.

3.

4.

5.

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7.

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14.

15.

I have had the opportunity of discussing this subject again with Colonel White. He admitted that he had some problem in deciding how to handle. He finally went along with my recommendation which, of course, indicated I would process through normal coordination channels.

Although my covering routing sheet contemplated the possibility of presenting this item at a Deputies Meeting, I'm afraid I didn't make it strong enough. I believe the Deputies should be briefed, should endorse and should support the implementation of this new approach in their Directorates. Colonel White said he would be glad to schedule for the next Deputies Meeting. I have, therefore, returned the complete package for forwarding to the ExDir.

STAT

Harry B. Fisher

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Director of Personnel  
5 E 56 HQ

EXTENSION

NO.

STAT

DATE

19 JUL 1971

TO: (Officer designation, room number, and building)

DATE

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OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Executive Director-  
Comptroller  
7 E 12 HQ

Returned as discussed for presentation at a Deputies Meeting.

STAT

Harry B. Fisher

Copies of the memorandum and proposed regulation are attached in case you want to forward copies to participants prior to the meeting.

15.

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
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<b>OFFICIAL ROUTING SLIP</b>			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Office of General Counsel 7D01 HQS	7/7/71	<i>[Handwritten initials]</i>
2	Deputy Director for Support 7D18 HQS	7/1/71	<i>[Handwritten initials]</i>
3	Executive Director- Comptroller 7E12 HQS	2 JUL 1971	<i>[Handwritten initials]</i>
4			
5	Director of Personnel 5E56 HQS		
6			
	ACTION	DIRECT REPLY	PREPARE REPLY
	APPROVAL	DISPATCH	RECOMMENDATION
	COMMENT	FILE	RETURN
	CONCURRENCE	INFORMATION	SIGNATURE
<b>Remarks:</b>  Attached is a memo containing proposals to strengthen the career selection process. Also attached are proposed changes to Headquarters Regulations <span style="border: 1px solid black; display: inline-block; width: 150px; height: 1.2em; vertical-align: middle;"></span> STAT  In the event that the Executive Director-Comptroller may wish to present these proposals at a future Deputies Meeting, I have attached also a one-page outline which may serve to explain in more detail certain procedural elements of the proposed new process. <span style="border: 1px solid black; display: inline-block; width: 100px; height: 50px; vertical-align: middle;"></span> STAT STAT <span style="border: 1px solid black; display: inline-block; width: 100px; height: 50px; vertical-align: middle;"></span> STAT FOLD HERE TO RETURN TO SENDER FROM: NAME, ADDRESS AND PHONE NO. DATE <i>[Handwritten: 1/10]</i> Acting Director of Personnel <i>[Handwritten: 1971]</i> 5E56 Headquarters			

**SECRET**

71-1747/3

Executive Registry
71-1747/3

O &amp; M

**MEMORANDUM FOR:** Executive Director-Comptroller**SUBJECT** : Improving the Career Selection Process**REFERENCE** : Memo from DDS to Ex. Dir.-Compt., Management Advisory Group Recommendations, dtd 8 April 71

1. This memorandum requests your approval of action to strengthen the career selection process. Such action is proposed in paragraph 5.

2. In the referent the DDS, while expressing disagreement with certain MAG recommendations, advised you of specific action we had taken to strengthen career selection procedures and forwarded an outline of our plan to further improve the program as a management tool. Now we have completed the overall program of action which will make career selection more useful to management and more meaningful to the employees concerned.

3. In essence we propose to use the Fitness Report system during the three-year Career Provisional period to prompt reviews of an employee's performance and career potential upon his completion of 9, 24, and 33 months of service. We also plan to merge these considerations with our present program of follow-up interviews by placement officers. The resulting lead time and periodic monitoring of performance and potential will ensure that responsible officials have sufficient time to give counsel or to take appropriate corrective or removal action during the three years while an employee is in Career Provisional status.

4. Although the program stresses the overall importance of the three-year Career Provisional period, it will also simplify procedural requirements during the one-year trial period by delegating to the Director of Personnel authority to terminate any employee who fails to measure up to performance and suitability requirements during that period. The program will also require specific affirmative recommendations by both supervisory and career service officials before an employee is selected for conversion to Career Employee status following the 33 month review.

5. The attached drafts contain the changes in basic regulations

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which are necessary to implement the program. There will also be minor changes in the instructions for completing Fitness Reports during the Career Provisional period. With your approval I will present these proposals for consideration through the regular coordination process.

Harry B. Fisher  
Director of Personnel

Atts

CONCUR:

James E. Houston  
Office of General Counsel

7 JUL 1971  
Date

The action proposed in paragraph 5 is approved:

L. K. White

Executive Director-Comptroller

12 JUL 1971  
Date

Distribution:

- Orig. - Return to D/Pers
- 1 - Ex. Dir.-Compt.
- 1 - ER
- 1 - OGC
- ✓ 1 - DDS
- 1 - D/Pers
- 1 - Review Staff

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C-O-N-F-I-D-E-N-T-I-A-L

## PERSONNEL

25X1

2. CATEGORIES OF PERSONNEL. This paragraph establishes the various categories of personnel in the Central Intelligence Agency and sets forth policies for the selection of Career Employees.

## a. STAFF PERSONNEL

(1) (No change)

(2) Staff personnel ... and Temporary Employee. The conversion ... of Personnel Action. The several categories of staff personnel are defined below:

## (a) Career Employees

(1) Career Employees are staff personnel who, ~~having attained age 25 and~~ having served a provisional period of at least 3 years in CIA, are selected for long-term service in the Agency. The selection of ... service in CIA.

(2) Staff personnel who ... the Director of Security. Service as a Reserve Employee or in a nonstaff status (see subparagraphs a(2)(c) and b below) may be credited, when ... each individual case. In special situations individuals who do not meet the length of age and service requirements may be selected for Career Employee status with the approval of the Director of Central Intelligence.

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PERSONNEL

(b) Career-Provisional Employees

(1) Appointment. (No change)

(2) ~~Trial Period~~ Career-Provisional Period. An

individual who is appointed as a Career-Provisional

Employee will serve in a ~~trial period~~ career

provisional status for the first ~~twelve~~ thirty-six

months of his employment in CIA, the first twelve

of which is the trial period. ~~during which time a~~

~~determination will be made as to whether the individual's~~

~~performance, conduct, and general traits of character~~

~~have been found satisfactory or unsatisfactory.~~

~~In the event the individual is held to be unsatisfactory,~~

~~he shall be terminated in accordance with the provisions~~

~~of the~~ separations (General). Upon the successful

completion of the career-provisional period, the

employee will be recommended for and accepted to

Career Employee status.

(a) Trial Period. During the first twelve months

of employment a determination will be made as

to whether the individual's performance, conduct,

and general traits of character have been found

satisfactory. In the event the individual is

<sup>be</sup> held to/unsatisfactory by the Head of his Career

Service and the Deputy Director concerned, he

will be terminated by the Director of Personnel

PERSONNEL

☐ 25X1

New (

for failure to satisfactorily complete the  
trial period in accordance with ☐

25X1

- (b) Remainder of Career-Provisional Period. During the remainder of the career-provisional period, the employee will continue to be evaluated by supervisory personnel in terms of career potential in the Agency. Should at any time during this period the Head of the Career Service, with the approval of the Deputy Director concerned, determine that the employee does not meet the suitability standards for career employment, he will recommend the termination of the career-  
provisional appointment in accordance with ☐ 25X1
- Involuntary Separations.

## (3) Selection for Career Employee Status

- (a) Career-Provisional Employees ~~who are 25 or~~  
~~more years of age~~ will be considered for Career Employee status by the Head of their Career Service when they complete their three-year provisional period.
- (b) The Director of Personnel . . . and the ~~Medical~~



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PERSONNEL

25X1

~~////~~ Office of Medical Services, and  
will refer pertinent information to the  
Head of the employee's Career Service.

(c) The Head of the Career Service ... career  
employment standards. A recommendation  
for termination shall require the approval  
of the Deputy Director responsible for  
the Career Service concerned.

(d) through (g) (No change)

(c) Reserve Employees (No change)

(d). Temporary Employees. (No change)

b. NONSTAFF PERSONNEL (No change)

C-O-N-F-I-D-E-N-T-I-A-L

## PERSONNEL

25X1

## 20. FITNESS REPORT

- a. POLICY (No change)
- b. RESPONSIBILITIES (No change)
- c. RECORDING EVALUATIONS (No change)
- d. SUBMISSION OF REPORTS

(1) INITIAL REPORT (No change)

New ( (2) REPORTS FOR CAREER-PROVISIONAL EMPLOYEES. Supervisors must  
 ( prepare Fitness Reports for Career-Provisional employees upon  
 ( their completion of 9 (Initial Report above), 24, and 33  
 ( months of service.  
 ( (a) These reports shall contain specific statements as to:  
 ( (1) the employee's suitability for continued service; and  
 ( (2) his potential for conversion to Career Employee  
 ( status.  
 ( (b) All 33 month Fitness Reports shall also contain the  
 ( specific recommendation of the head of the employee's  
 ( career service as to whether he should be converted to  
 ( Career Employee status.

formerly  
 (2)

(3) (No change)

## PERSONNEL



## 28. INVOLUNTARY SEPARATIONS

- a. SCOPE (No change)
- b. STATUTORY AUTHORITY OF THE DIRECTOR OF CENTRAL INTELLIGENCE.

The Director of Central Intelligence is empowered to terminate the employment of any Agency employee when he determines that such action is necessary or advisable in the interests of the United States. Termination action is accomplished under the authority of section 102(c) of the National Security Act of 1947 quoted below:

Notwithstanding the provisions . . . . . by  
the United States Civil Service Commission.

New (

The Director of Central Intelligence has delegated to the Director of Personnel the authority to terminate employees who fail to satisfactorily complete the one-year Trial Period.

- c. through e. (No change)
- f. PROCEDURES

New (

(1) Whenever a Deputy Director or Head of Career Service proposes to separate an employee for failure to satisfactorily complete his Trial Period, he will so advise the Director of Personnel. The Director of Personnel will terminate the employee under the authority delegated to him by the Director and inform the employee of the reasons.

formerly  
(1)

(2) Whenever a Deputy Director or Head of Career Service proposes to recommend the separation of an employee under his jurisdiction, for other than failure to satisfactorily complete his Trial

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PERSONNEL



with the Director of Personnel or his designated representative, who, if appropriate, will review the case with the Director of Security or the Director of Medical Services to identify relevant security or medical factors.

formerly	(3)	(No change)
(2)		
formerly	(4)	(No change)
(3)		
formerly	(5)	(No change)
(4)		
formerly	(6)	(No change)
(5)		

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Approved For Release 2003/04/29 : CIA-RDP84-00780R004000040008-8

THE IMPROVED CAREER SELECTION PROCESS

1. The Fitness Report control system will be used to monitor career selection procedures.
  - a. The Fitness Report Control Roster will be reprogrammed to incorporate two more reporting periods of 24 and 33 months and to provide master control rosters of all employees in Career Provisional status.
  - b. Each office will be advised 3 months in advance of Career Provisional employees due Initial, 24 month, or 33 month Fitness Reports.
  - c. The Fitness Report Form 45 will be a different color for each reporting category: Initial (9 months) - blue; 24 and 33 months - pink; and, Annual - white. This will emphasize distinctions between the trial period and Career Provisional and Career Employee status.
  - d. Initial (blue) and 24 and 33 months (pink) Fitness Reports will be reviewed by appropriate placement officers who will also interview those employees who are available in Headquarters. When appropriate they will also discuss performance and career interests with appropriate operating and career service officials. The purpose of the review and discussions is to evaluate the propriety of the employee's initial placement and his performance and potential for career service. The lead time ensures responsible officials opportunity to counsel and take corrective action when appropriate.
  - e. The final Fitness Report during the Career Provisional period (33 months) will contain specific recommendations by the employee's supervisor and the head of his career service as to whether the employee should be converted to Career Employee status. If the career service head recommends conversion, the Fitness Report will be accompanied by an appropriate Personnel Action, Form SF-1152.
  - f. Following Placement's review, all 33 month recommendations will be forwarded to the Special Activities Staff.
    - (1) If conversion to Career Employee status is recommended, SAS will review EYES ONLY files before forwarding the Personnel Action for processing.
    - (2) If conversion is not recommended, SAS will collaborate with career service officials in determining appropriate action.
  - g. After this review, Career Provisional Fitness Reports are filed in the employee's Official Personnel Folder.
2. The above procedure will eliminate need for the current 6 month call-up rosters which are being used to identify employees for selection to Career Employee status.

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